NOVA SCOTIA SPORT AND RECREATION COMMISSION

LEADERSHIP POSITION PAPER

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1. INTRODUCTION

In January, 1988, the Nova Scotia Sport and Recreation Commission determined that a comprehensive review of programs and services related to leadership would be a priority and appointed an internal review committee to undertake that task. The Leadership Review Committee, under the chairmanship of Dick Hayden, Co-ordinator of Municipal and Special Recreation Services, established the following as its Purpose:

> **To develop a strategy for the provision of leadership programs and services through which the Sport and Recreation Commission will enhance the quality of life for Nova Scotians.**

This Purpose is consistent with the Commission's mandate under the Public Service Act.

The Committee recognized early on that several operational principles would have to be followed if it was to be successful in accomplishing its task. The Committee was aware that other committees with similar mandates were working on issues related to leadership and there was a need to "dovetail" efforts with those groups. Since all staff of the Sport and Recreation Commission have responsibilities related to leadership, the Committee recognized the need for ongoing consultation with staff. Similarly, the Committee recognized the critical role played by many of the Commission's clients and determined to solicit their input at appropriate stages of the process. **The Committee decided that in assessing leadership related needs and developing an appropriate strategy to meet those needs it should focus on the long term rather than seek solutions to short term problems.**

With those principles in mind, the work program of the Leadership Review Committee began with an analysis of the current situation regarding leadership programs and services, both internal and external to the Commission. During this analysis, the Committee revised an earlier statement defining the role of the Commission with respect to leadership, reviewed the results of relevant needs assessments conducted in recent years and identified issues which would have to be addressed in developing a strategy. Following consultation with Commission staff, the Committee developed a series of objectives and methods of achieving the objectives which are presented in this Position Paper along with a statement of rationale, principles and goal statement. The Sport and Recreation Commission is pleased to present this paper for comment by staff, clients and partners in the delivery of sport and recreation programs and services in this province.

2. RATIONALE

The mandate of the Nova Scotia Sport and Recreation Commission is to maximize opportunities for Nova Scotians to participate in sport and recreation activity. Since the provision of such opportunities is dependant upon the quality and quantity of leadership available, the Sport and Recreation Commission has, as a primary goal, the development and provision of services that will result in high quality leadership appropriate to the needs of Nova Scotians.

From the earliest days of the Department of Culture, Recreation and Fitness which preceeded the Nova Scotia Sport and Recreation Commission, our efforts have reflected the concern for leadership in sport and recreation. This has been evidenced by:

- the provision of professional leadership through cost sharing and subsidization programs
- the financing of leadership development projects
- the development and provision of resource materials
- the participation of staff in a consulting role with municipalities, sport and recreation agencies, organizations and individuals resulting in the development of leadership skills and competencies for their professional and volunteer leaders

To continue to meet the diverse and changing needs of our clients, the Commission will carry out an ongoing review of current programs and services with a view to developing programs and resources consistent with client needs.

As the ability to generate new dollars becomes more difficult, it is important that we strive to utilize and reallocate funds to develop more effective leaders in all areas of sport and recreation. As a first step toward maximizing our effectiveness in leadership programs and services, this Position Paper has been developed by the Sport and Recreation Commission to clarify our involvement in this area.

3. PRINCIPLES

The definition of the role of the Sport and Recreation Commission with respect to leadership programs and services is based on the following principles:

A) The Commission will be highly effective in achieving its mission by focusing on the provision and development of leadership within the sport and recreation field.

B) The Commission has a responsibility to utilize all available resources to determine leadership needs for the development of sport and recreation opportunities.

C) Decisions regarding the enhancement of recreational opportunities within a community (geographic or organizational) are best made by the individuals and organizations directly affected by those decisions.

D) Organizations are responsible for setting their own goals and objectives and for carrying out programs in support of those objectives.

E) The Commission will support initiatives taken by organizations, providing they are consistent with the mandate of the Commission as stated in the Rationale.

F) The Commission is responsible to provide or co-operate in the provision of leadership where the need is identified and consistent with available resources.

4. GOAL

With the preceeding Rational and Principles in mind, the following goal statement has been identified:

The goal of the Sport and Recreation Commission with respect to leadership is to develop and provide programs and services that will result in high quality leadership, appropriate to the needs of our clients.

5. OBJECTIVES

The achievement of the goal can be realized through the provision of a range of programs and services by the Commission. As mentioned above, some of these services take the form of financial assistance for the provision of professional leadership or to support leadership development initiatives of individuals or organizations. The development and provision of resource materials is a key function of the Commission. Another Commission function is to offer directly or in co-operation with another organization, workshops and other programs aimed at improving leadership skills!

All programs and services of the Commission are focused on our clients and their needs. The quality of consultation provided to clients determines the effectiveness of the Sport and Recreation Commission. The objectives which follow illustrate how the Commission attempts to achieve the goal statement.

VOLUNTEER TRAINING AND DEVELOPMENT

The Commission recognizes the volunteer as the major factor in the ongoing development of sport and recreation in this Province and will continue to direct a major portion of its resources to the development of the leadership skills of the volunteer. This recognition begins with the understanding that a large percentage of the front line service in sport and recreation is provided by volunteer organizations and that the performance of those organizations is a direct result of how effectively volunteer leaders utilize human, financial and other resources to achieve their goals. The effective operation of volunteer organizations will result in a greater number of opportunities for participation in sport and recreation activities. Further, as the job of operating volunteer organizations becomes more complex in response to larger and more sophisticated organizations, volunteers will require more skills in order to handle their responsibilities.

The Commission believes that volunteer organizations must take primary responsibility for the training and development of their volunteer workers. The role of the Commission will be to support volunteer training initiatives through the provision of a variety of resources including information on training opportunities, needs assessment models, funding and the dissemination of training materials. Direct initiatives will be provided by the Commission where required.

The following objectives and methods have been identified:

Objective

1.1 To assist in the development and provision of leadership development and training opportunities for volunteers.

Methods

1.1-1 develop an ongoing assessment system to identify leadership needs of sport and recreation volunteers

1.1-2 identify role of Commission staff in assisting clients

1.1-3 develop a system to identify and communicate training opportunities for volunteers

1.1-4 identify and communicate the availability of funding, materials, and other resources available through the Commission

1.1-5 develop, promote and distribute volunteer training resource materials either directly or in cooperation with other agencies

1.1-6 develop incentive programs that will encourage the provision of volunteer leadership training opportunities and services

1.1-7 provide funding assistance to sport and recreation organizations to assist leadership development for board members

1.1-8 develop a model for assessing leadership needs of executive and board members of specific provincial sport and recreation organizations and municipal recreation commissions/committees

1.1-9 provide training programs directly to clients when necessary

Objective

1.2 To increase awareness of roles and relationships of all members of the sport and recreation delivery system in N.S.

Methods

1.2-1 define the roles and relationships of the agencies and organizations involved in the delivery of sport and recreation

1.2-2 design and deliver an orientation program for municipal council, commission/committee members and board members of sport and recreation organizations

PROFESSIONAL DEVELOPMENT - EXTERNAL

Volunteer organizations, local governments and community groups are the primary leisure service providers in Nova Scotia. In many organizations, staff members are employed to assist volunteers and elected officials in the operation of the organization and to help ensure effective and efficient realization of their goals. The specific role played by paid staff members varies from group to group but, in general, professionals are a key element in the delivery of sport and recreation services.

The Nova Scotia Sport and Recreation Commission recognizes the need for people working in the sport and recreation field to be involved in a process of ongoing professional development. Primary responsibility for professional development rests with the individual although the employer and the Sport and Recreation Commission each have a role to play. The role of the Commission is an enabling one which will help to open training opportunities through the provision of a variety of resources. Direct training opportunities will be provided by the Commission when required.

The following objectives and methods have been identified:

Objective

2.1 To provide assistance and support for the planning and provision of professional development opportunities for clients.

Methods

2.1-1 define professional development

2.1-2 develop policies, procedures, budget to assist clients in professional development

2.1-3 identify the role of Commission staff in assisting clients

2.1-4 develop models to assist client groups to determine needs for professional development planning

2.1-5 develop a system that will identify and communicate professional development opportunities

2.1-6 provide financial assistance to support professional development opportunities for clients

2.1-7 provide training programs to clients when required

2.1-8 develop, promote and distribute professional development resource materials

Objective

2.2 To increase the awareness of the need for professional development for clients.

Methods

2.2-1 develop and distribute to organizations a resource guide on the importance of professional development

2.2-2 communicate resources available through the SRC and elsewhere for professional development

2.2-3 staff develop and carry out professional development awareness programs

PROFESSIONAL LEADERSHIP SUPPORT

It has been stated earlier in this paper that **the effectiveness and efficiency of recreation and sport organizations can be substantially enhanced when the efforts of volunteers and elected officials are augmented with professional staff support.** The Government of Nova Scotia has recognized the value of professional leadership to clients since the earliest days of the Nova Scotia Department of Recreation. Programs providing financial assistance for staff support (commonly known as "leadership grants") have played and will continue to play an important role in the development of sport and recreation in this province.

In recent years, a number of problems have become evident with respect to programs and financial support for professional leadership in the sport, recreation and outdoor areas. These have been characterized by low salaries for many professonals, greater demand for professional leadership support than could be accommodated with present resources, and need for eligibility criteria for funding.

In the sport area, the Sport and Recreation Commission's planning process identified the need for a new professional leadership support program as a priority. Sport Nova Scotia has responded to this need with a proposal that will be considered as strategies for leadership provision are developed. With the increasing numbers of sport and recreation organizations, the demand for dollars to hire professionals has greatly increased. Thus there is a need to clearly identify under what circumstances and conditions, financial assistance will be awarded.

It is also recognized that Commission staff are required to offer a high level of consultative assistance to volunteers in the area of personnel management.

The following objectives and methods have been identified:

Objective

3.1 To provide a clear statement of rationale and objectives based on a consistent philosophy for professional leadership support programs offered by the Commission.

Methods

3.1-1 review the rationale, objectives and philosophy for all existing professional leadership support programs offered by the Commission

3.1-2 write statement for rationale and objectives based on consistent philosophy

Objective

3.2 To provide financial assistance programs for professional leadership support to eligible sport and recreation organizations.

Methods

3.2-1 develop and articulate clear criteria for eligibility for professional leadership support to organizations

3.2-2 develop policies, guidelines for funding

3.2-3 provision of adequate funding to meet the professional leadership support needs of those organizations which meet the criteria for the program

3.2-4 assess the need for and the effectiveness of professional leadership support programs for sport and recreation organizations on an ongoing basis

3.2-5 assess the need for professional leadership support programs in the area of facility management and outdoor recreation

Objective

3.3 To provide a consistent and effective consultation service to organizations with professional staff.

Methods

3.3-1 identify the consultative role of Commission staff

3.3-2 identify and develop resource material to assist organizations with personnel management

PROFESSIONAL DEVELOPMENT - INTERNAL

Sport and recreation is evolving rapidly in response to changes in western society. Our clients, who represent the front line of the leisure service delivery system in this province, will require a high level of consultation from Sport and Recreation Commission staff in order to meet the challenges presented by this evolution. Staff of the Commission will continue to be called upon to provide efficient administration of Commission programs, to respond to the need for competent leadership and to provide effective consultation to help clients to develop programs and services that respond in a meaningful way to community needs and interests. **To a large degree, the quality of consultative service provided to clients by Commission staff will determine the overall effectiveness of the Sport and Recreation Commission.**

In order to ensure that the service provided by Sport and Recreation Commission staff continues to be at a level consistent with the needs of our clients, an internal professional development program is required. Based on the principle that each staff member is primarily responsible for his/her own professional development, the program should be designed to assist the staff member in identifying and meeting professional development needs.

The following objectives and methods have been identified:

Objective

4.1 To design and implement a professional development program for Commission staff including policies, procedures and based on standard and specialized competencies.

Methods

4.1-1 define professional development

4.1-2 Commission staff to develop individual professional development plans

4.1-3 identify professional development opportunities for Commission staff

4.1-4 design and develop training programs where opportunities do not exist for Commission staff

4.1-5 develop and implement a set of policies and procedures for professional development opportunities for Commission staff

4.1-6 provide financial assistance to support professional development opportunities for staff

4.1-7 identify a set of standard and specialized competencies required by staff

Objective

4.2 To develop an ongoing assessment system to dentify the professional development needs of staff.

COMMISSION LEADERSHIP SUPPORT SERVICES

For the Sport and Recreation Commission to ensure an ongoing, effective response in terms of programs and services to leadership-related needs, a series of initiatives will be employed. These initiatives will include research, planning, marketing/promotion and the development of "statements" which will identify the roles and responsibilities of major stakeholders. This Position Paper represents an important first step in an ongoing process of information gathering, consultation with clients and partner organizations, evaluation and revision will be required if we are to be effective over the long term.

In its research to date, the Sport and Recreation Commission has identified a number of special leadership considerations which must be addressed if it is to provide a comprehensive and equitable support system. Issues such as ensuring equitable access to programs and services and meeting the leadership related needs of special target groups must be addressed.

The following objectives and methods have been identified:

Objective

5.1 The Commission will develop a statement identifying goals, philosophy, principles and staff responsibilities related to leadership programs and services.

Methods

5.1-1 presentation of Position Paper for staff and client input

5.1-2 develop strategies based on staff and client input

Objective

5.2 The Commission will develop a process for identifying and sharing leadership trends in sport and recreation

Method

5.2-1 develop a research component within the Sport and Recreation Commission

5.2-2 identify methods and networks for acquiring and disseminating information

5.2-3 establish a storage and retrieval system

Objective

5.3 The Commission will work toward insuring that sport and recreation leadership development programs receiving funding from the Commission are offered on a geographically, equitable basis.

Methods

5.3-1 define the meaning of and standards for equity

5.3-2 review programs and services funded by Sport and Recreation Commission with reference to equity standards

5.3-3 build in equity standards as a criteria for funding leadership programs

Objective

5.4 To develop a system of collecting information and initiating strategies to address leadership needs of specific target groups. Eg. people with disabilities, older adults, youth, females in sport.

Method

5.4-1 conduct needs assessments directly or by contract, on the leadership needs of specific target groups

5.4-2 communicate with interest groups to recommend actions on leadership development

5.4-3 assign staff to coordinate information collection and to develop recommendations for Commission action

5.4-4 evaluate present programs and services in relation to specific target groups

Objectives

5.5 To initiate a process to ensure communication between sport and recreation professionals and educational institutions involved in professional preparation programs.

Methods

5.5-1 staff of Commission meet with educational institutions on an annual basis

5.5-2 identify the needs of sport and recreation organizations for professional services

5.5-3 identify the professional development needs of current professionals to the educational institutions

5.5-4 maintain inventories of professional preparation curricula available in the province

5.5-5 Commission facilitate a provincial forum on post secondary education in the leisure service field. Eg. every five years

Objective

5.6 To encourage volunteers and professionals to participate in leadership training programs.

Methods

5.6-1 develop incentive programs to encourage volunteers and professionals to participate in and organizations to provide leadership training and development programs

Objectives

5.7 To identify roles and responsibilities of the Commission, sport and recreation organizations, institutions, and agencies, in leadership development.

Methods

5.7-1 distribute and discuss the Commission's role and responsibilities with client groups

5.7-2 negotiate agreement regarding leadership development roles of organizations, institutions, and agencies

5.7-3 publish and distribute summary of roles and responsibilities of all parties involved

6. APPENDIX

A. GLOSSARY OF TERMS

LEADERSHIP

Leadership is that quality and ability which allows a person to help other people get from where they are, to where they want to go.

PHILOSOPHY OF LEADERSHIP

Philosophy of Leadership is as outlined in the Winter, 1989 Leadership Position Paper of the Sport and Recreation Commission.

LEADERSHIP RESOURCES

Leadership Resources include human, financial and material assistance that support the provision and development of leadership.

CONSULTATION SERVICES

Consultation Services include human resources available to clients to facilitate development of sport and recreation programs and services.

PROFESSIONAL DEVELOPMENT

Professional Development is a career (life) long process whereby the professional maps out a program of continuous learning in which he/she acquires knowledge and human skills for his/her personal and professional growth, the growth of the profession and the good of the people he/she serves.

NEEDS ASSESSMENT

Needs Assessment is determining peoples ideas and preferences.

EVALUATION

Evaluation is the process of appraisal and study to determine the effectiveness of an individual or organization in achieving pre-determined goals.

APPLIED RESEARCH

Tends to address immediate problems, to use real world settings, to use human subjects, to have limited control over the research setting and to have results that are of direct value to practitioners.

STANDARD LEVEL OF CONSULTATIVE SERVICES

Standard Level of Consultative Services is an identified degree of competency in consulting.

SPECIALIZED LEVEL OF CONSULTATIVE SERVICE

Specialized Level of Consultative Service is an identified degree of competency in a specific consultative service, above that of the standard level.

STRATEGY

A statement of goal, objectives, policies and recommendations which reflect the Commission's philosophy and principles and the roles of the Commission and external organizations in the provision of leadership programs and services.

CLIENTS

Person(s) served by or using the services of the Sport and Recreation Commission.